



King County, Washington Strategic Technology Plan 2009-2012

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EXECUTIVE SUMMARY

King County's broad diversity in geography, population, economy, and other areas provides a broad spectrum of opportunities to its citizens. Its governmental make-up is also unique, providing a diverse portfolio of services and formed with multiple agencies headed by separately elected officials (eighty-six at last count). Providing an accountable and responsive government across this diversity can be challenging.

Information technology (IT) has become a critical component in the delivery of county services. The county's main Web site averages over 860 thousand 'hits' per day, more than double the average daily volume of just a year ago. Over 280 thousand external e-mails are sent to King County every week. Over 12,800 miles of fiber strand network are available for round the clock data communication needs. These are just a few of the key technology services that are integral to the everyday delivery of county services. With everyday business functions depending more and more on IT services, the effective utilization of existing and evolving technologies becomes ever more critical to providing accountable and responsive services to our citizens.

Of primary importance and urgency to King County's current business operations is the need to transform its common business processes. This transformation was the highest priority objective in the previous strategic plan and continues to remain our highest area of focus moving forward. Technology plays a key role in enabling this transformation and will focus on effectively supporting and enabling each business area as it transforms. As the business changes, the technology organizations that support the business must also change. Strategic focus must continue on IT reorganization in the areas of people, processes, and technology platforms where significant opportunity still exists to improve our IT operational maturity.

No longer just a way to support high volume back-office transactions, technology is fast becoming a critical component of the 'front-office' as well, enabling new ways of increased interaction with citizens and customers. New strategies and supporting objectives have been created that take advantage of emerging technologies like social networking and mobility which facilitate the migration to a customer service focus, including:

- Enabling improved communication with citizens through new Internet technologies
- Empowering employee mobility and the ability to be productive regardless of location
- Utilizing data more effectively to better understand and improve our business' services and operations
- Shifting organizational focus from providing excellent systems to providing excellent service
- Aligning IT practices with overall environmental sustainability and responsibility
- Improving our stewardship of critical infrastructure areas to ensure they continue to operate effectively in support of our customers' business needs
- Increasing the maturity of our technology operations leading to improved service delivery and freeing additional effort to focus on supporting new or neglected business needs
- Improving protection for sensitive information assets.

In a region historically rich with technological innovation, King County must continue to evolve the technology services it relies upon. By doing so, we better enable and empower our technology customers to improve their operations and the services they provide while also promoting a cost effective government. This becomes even more important as current economic reality demands that governments do more with less, and technology has been identified as one way to leverage fewer overall dollars into better overall service delivery.



Introduction

Background

In order to provide vision and coordination for information technology (IT) management and investment across King County, a countywide Strategic Technology Plan has been in place since 2003. As identified in code that was first introduced in 2000, the county's strategic planning office within the Office of Information Resource Management is responsible for creating and providing updates to the strategic plan. Appendix H contains the most recent version of this directing code. Appendix I includes the Executive Order directing oversight of information technology management.

IT planning process

The county code additionally identifies two related documents that support the Strategic Technology Plan. The Technology Business Plan aligns with and takes direction from the strategic plan in order to formalize an annual, tactical plan for technology, which moves the county closer to accomplishing its technology vision and goals. The Annual Technology Report summarizes actual technology activity and accomplishments for a year compared with what was originally planned. Chart 1 represents the technology planning process and the relationships between these documents over time.

Aligning with and supporting strategic business plans is the primary driver for the Strategic Technology Plan. It does so by communicating the county's long-term technology vision, guiding principles, goals, strategies for accomplishing those goals, and the objectives defined for each technology strategy. In this document, the focus on customer service, performance management, accountability, and the utilization of emerging technologies all align well with the recently drafted countywide guiding principles of being service-oriented, results-focused, accountable, innovative, and professional.

Once the Strategic Technology Plan is in place, annual updates are provided that communicate both the progress made toward accomplishing the goals and objectives in the plan, as well as adjustments and updates to the plan. Adjustments and updates are expected to occur as execution of the plan unfolds and as the environment surrounding the plan continues to evolve. Annual updates ensure that the plan continues to provide appropriate and effective guidance to the Technology Business Plan.

At a more granular level, annual planning ties together the direction provided by the strategic plan with the need to fund and staff efforts intended to accomplish the strategic goals and objectives. The Technology Business Plan is included with the Executive's budget proposal, and is amended following final budget passage to reflect the adopted budget for the year. Additional consideration is provided to budget requests that significantly align with and help to accomplish strategic technology goals and objectives. Not shown in Chart 1 are additional service delivery plans and agency technology plans that extend the Technology Business Plan to provide additional detail at the agency and departmental level. These documents focus on departmental and agency needs.



King County's Technology Planning Process

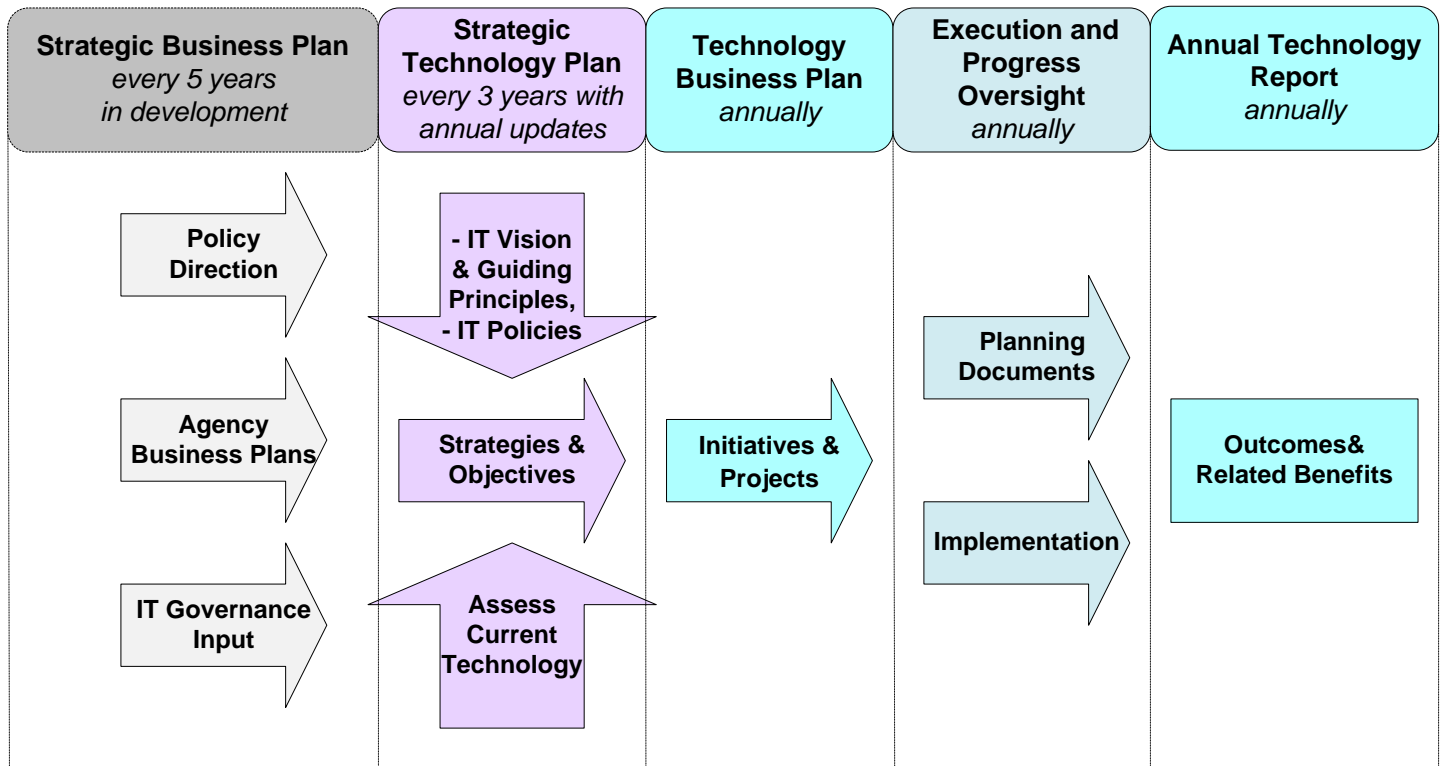


Chart 1



Past Strategic Plans and Strategic Progress

The first two Strategic Technology Plans, covering the periods from 2003-2005 and 2006-2008 respectively, focused primarily on addressing significant IT operational concerns that were called out in prior strategic reports. Appendix J provides a summary of past strategic documents.

Significant progress has been made against these plans over the past six years. For the 18 objectives and related 96 outcome measures that were included in the 2006-2008 report, 73 percent have been resolved either through completion or cancellation/consolidation. Of the remaining outcomes, 24 percent are still underway with the remaining 3 percent on-hold or never started due to a number of reasons including, but not limited to, funding constraints, competing priorities, and limited staffing resources. Chart 2 indicates the high-level progress made against each of the strategic technology goals as reported in the 2009 Strategic Technology Plan Update. Appendix K provides the summary of strategic accomplishments detailed in that report.

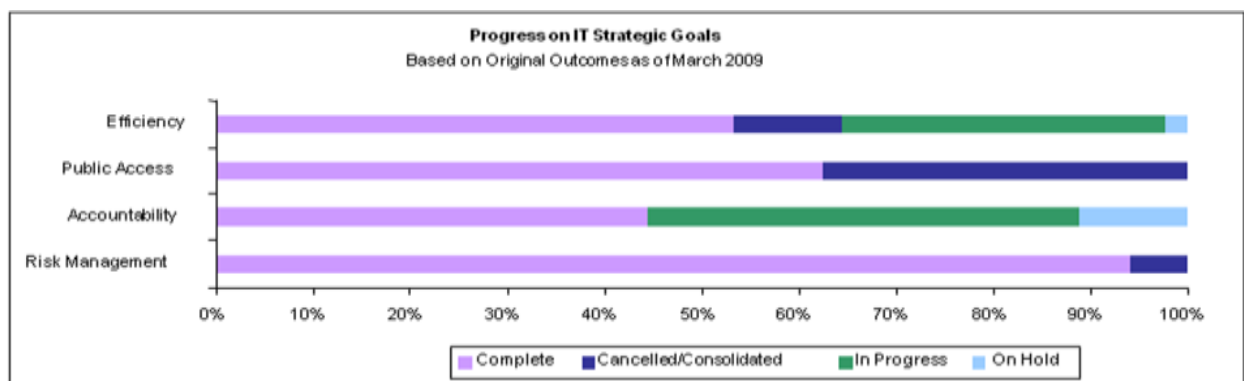


Chart 2

When compared with 2002, significant IT operational areas have matured considerably. Information security, information privacy, business continuity, IT project management, IT performance measurement (for operations, projects and strategy), the integration environment for Law, Safety and Justice information, online payment options, online services, and our Internet Protocol (IP) network have all seen considerable progress due to the attention and subsequent actions focused on each of these areas through our prior strategic technology plans. Given the significant completion of outcomes and related objectives that have occurred, the focus of this strategic plan, which covers the years 2009-2012, is to look outward and forward, providing increased emphasis on our customers' current and future needs. The primary mission for information technology is to support and enable the various business operations throughout the county in fulfilling their mandates and exceeding expectations where possible.



Development of This Strategic Plan

Considerable effort has occurred in order to align this strategic technology plan with the business directions and needs it is intended to support. Initial efforts focused on identifying the remaining objectives and outcomes from prior plans that made sense to carry forward into the new plan. Completing the 2009 Strategic Plan Update provided an excellent assessment and baseline for moving forward. The two primary strategies that will be carried forward from prior plans include the focus on supporting Accountable Business Transformation (ABT) and reorganizing technology to better support business needs.

The next step in developing this strategic plan centered on reviewing the county's business needs and directions by reviewing various planning documents. A list of the documents reviewed is included as Appendix F. Once the county has implemented a countywide strategic business plan, that document will serve as the primary resource for understanding the county's business needs and directions.

A third area of focus targeted review of opportunities presented by technological progress. This review included direction that has been provided by the county's Strategic Advisory Council (SAC), as well as research into technology trends and opportunities through various means including utilization of the county's current technology research service subscriptions. Recent SAC direction is included in Appendix E.

After reviewing these three areas, results were correlated and consolidated to identify common areas of need and opportunity across the county. The roll-up of information is summarized with some supporting detail in Appendix F. Once rolled-up, an analysis of the strengths, weaknesses, opportunities, and challenges (SWOC) related to each identified area was performed. The results of this effort are included in Appendix G.

Based on the results of the SWOC, initial objectives and outcomes were aligned with goals and strategies to produce an initial draft and related hierarchical association of these elements. Once correlated, goals, strategies, objectives, and outcomes were reviewed with IT governance members throughout the county to identify any missing components and remove any that were not needed. This review proved very helpful toward identifying missing components, removing those not needed, and better aligning the outcomes and objectives with the most appropriate strategies and goals. After incorporating the feedback from these reviews, goals, strategies, objectives, and outcomes were also reviewed with selected IT experts throughout the county based on their knowledge and interest in the specific area to fine tune the approach and outcomes for each objective.

Finally, the resulting draft of the 2009-2012 Strategic Technology Plan was reviewed by selected external Strategic Advisory Council members to ensure that our plan not only reflects best practices in the technology industry, but also incorporates advice and direction from respected technology industry experts well versed in technical strategy. Once their feedback was included, the updated draft was brought before all levels of IT governance, including the Technology Management Board, the Business Management Council, and the Strategic Advisory Council for final review and endorsement prior to transmittal from the Executive to the County Council.



Environmental Factors Influencing This Plan

Many factors affect both the appropriate contents for this plan as well as the ability to successfully execute this plan. The primary factors are further discussed in the following sections and include:

- King County's operating priorities
- Public sector market trends
- King County's business climate
- IT reorganization
- Technology investment strategy
- Technology funding strategy
- IT performance measurement and management.

King County's Operating Priorities

While many factors influence what should be included within a strategic technology plan, none is as important as the business direction and priorities that the technology plan must support. Ordinance 16202 formally established the need for a countywide strategic plan by the end of 2009. While this plan is in the process of being developed, focus has been placed on several well-established, existing, countywide operational priorities. Those priorities include but are not limited to:

- Public safety
- Public health
- Efficient and cost effective services to the public and constituents
- Accountability
- Transparency.

Once the countywide strategic plan has been adopted, annual updates to the strategic technology plan will address any newly identified business priorities, as appropriate.

Chart 3 below cross references each of the strategic technology plan's stated objectives with the county's existing operational priorities identified above to ensure that the technology objectives are helping to address the county's most pressing business priorities.



Strategic Technology Plan 2009-2012

Strategic Technology Plan 2009-2012						Priority								
#	Goal	#	Strategy	#	Objective	Public Safety	Public Health	Efficient & Effective Service	Transparency	Accountability				
1	Efficiency	1.1	Transform Common Business Practices	1.1.1	Support and Enable the Transformation of finance business Processes			X						
				1.1.2	Support and Enable the Transformation of HR business processes			X						
				1.1.3	Support and Enable the Transformation of Payroll business processes			X						
				1.1.4	Support and Enable the Transformation of Budget business processes			X						
				1.1.5	Support and Enable the Transformation of Permitting Business Processes			X						
				1.1.6	Support and Enable the Transformation of Unique (non-shared) but Critical Business Processes			X						
				1.1.7	Standardize Electronic Records Management			X	x	x				
				1.1.8	Standardize Electronic Document Creation and Storage			X		x				
				1.1.9	Standardize the Management of Construction Projects to the Extent Possible			X	x	x				
		1.2	Extend and Enhance Mobility Solutions in the workplace	1.2.1	Expand mobile office tools and support	x	x	X						
				1.2.2	Provide Reliable Remote Access	x	x	X						
				1.2.3	Enable increased information sharing and collaboration	x		X						
		1.3	Improve IT operational maturity	1.3.1	Successfully Execute IT Reorganization Program technology initiatives			X		x				
				1.3.2	Maximize the value from New Data Center			X						
				1.3.3	Improve Infrastructure Planning and Execution through Portfolios/Asset Management			X	x	x				
				1.3.4	Move from Performance Measurement to Performance Management			X	x	x				
				1.3.5	Implement enterprise IT resource planning and management			X	x	x				
				1.3.6	Identify and Explore new technology funding sources			X		x				
				1.3.7	Identify and implement policies that improve the overall value to the county from shared IT services			X						
				2	Customer Service and Public Access	2.1	Social Networks - Facilitate on-line interaction/ access to government	2.1.1	Effectively utilize Social Media			X		
								2.1.2	Provide increased Services through the Internet			X		
								2.1.3	Provide enhanced user experience utilizing Advanced Web Technologies (Web 2.0)			X		
2.2	Elevate Customer Service as an IT Operational Priority	2.2.1	Improve Customer Satisfaction through Customer Service initiatives					X						
		2.2.2	Perform Technology outreach and extend broadband availability							X				
3.1	Reorganize IT	3.1.1	Reorganize technology organizational Structures							x	X			
		3.1.2	Reorganize technology processes							X	x			
		3.1.3	Reorganize Technology platforms								X			
		3.2	Provide Timely, Accurate and appropriate information			3.2.1	Provide portal to public records					X	x	
						3.2.2	Incorporate portfolio analysis into technology decision process					x	X	
				3.2.3	Make information an asset by ensuring 'right' data (timely, accurate, secure) is available when needed					X	x			
				4	Risk Mangement	4.1	Infrastructure Preservation and Stewardship	4.1.1	Upgrade/Replace Emergency Radio System	X	x			
4.1.2	Move applications off of Mainframe to lower cost platform	x						X		x				
4.1.3	Upgrade I-Net Infrastructure	X						x						
4.1.4	Replace Telephony System							X						
4.1.5	Modernize Legacy Applications	x	x					x		X				
4.1.6	Provide high availability platforms where needed	X	x					x						
4.1.7	Continue to improve our ability to recover from a disaster									X				
4.1.8	Effectively integrate systems to support business needs							X	x	x				
4.2	Increase employee understanding and impact on security and privacy issues	4.2.1	Train workforce to be knowledgeable on Security and privacy practices								X			
		4.2.2	Implement integrated controls monitoring and reporting on overall county security			x	x				X			
4.3	Green IT – contribute to reduction of environmental impact	4.3.1	Adhere to Energy Star and internal power standards								X			
		4.3.2	Identify, measure, and report on additional internal (IT) savings areas								X			
		4.3.3	Support business efforts targeting sustainability by providing any enabling information technology								X			

X = Primary Priority
x = Supporting Priority

X = Primary Priority
x = Supporting Priority

Chart 3



Public Sector Market Trends

Many of the public sector market trends that have influenced prior strategic plans continue to impact our current and future environment, including:

- Continued globalization of the world economy
- The aging of the workforce and related demographic changes caused by the Baby Boom
- Increased access to information and increasing expectations related to that access
- The shrinking tax base as economies continue to shift away from products towards services
- Increasing cost efficiencies of operation expected from consolidation and centralization
- Increased awareness and focus on security driven by Homeland Security concerns
- Increasing demand for services.

An additional trend that has gained increasing importance recently is the focus on sustainability and environmental stewardship, fueled primarily by increasing concerns related to global warming.

King County's Business Climate

Influenced by these market trends, King County faces many difficult challenges in the years ahead. However, of primary impact and concern is the fiscal imbalance faced by the county. Two primary drivers are fueling this issue: structural issues in how our county government is funded, and economic issues that place King County within the current national and global economic recession.

As noted in Executive Ron Sims' 2009 Budget address:

“The short answer is that the current deficit is the direct consequence of a broken funding system for counties, one in which there is a well-documented structural imbalance between revenues and expenditures . . . because King County:

- lacks a diversified revenue base;
- has its largest revenue source, the property tax, capped at 1 percent annual growth; and
- provides city-level services to the over 200,000 residents in the potential annexation areas of cities but without city revenue tools.”

Later in the same address, Executive Sims also addresses the impact of the overall economy on King County:

“So while the projected deficits are no surprise, their magnitude is unprecedented, and underscores our particular vulnerability to national economic conditions.”

Current forecasts indicate that it will take several years before the national economy is on its way to recovery.

In addition to the fiscal issue that King County faces, other business drivers include the desire for equity and social justice throughout our communities and the need to reduce our overall energy consumption to minimize our environmental impact while increasing our ability to sustain service delivery.



IT Reorganization

Improving how IT services are organized, operated, and delivered has been identified as a critical component to King County's future success. Significant effort has gone into analysis, recommendations, approval, and progress on IT reorganization and related activities.

Chart 4 identifies the most recent IT staff alignment for Executive Branch departments as of September 2009. Chart 5 indicates the proposed organizational structure for Central IT as of September 2009. Further organizational alignment is expected over the next several years. In addition, an evaluation of progress and a recommendation related to further expansion to separately elected organizations will be created.

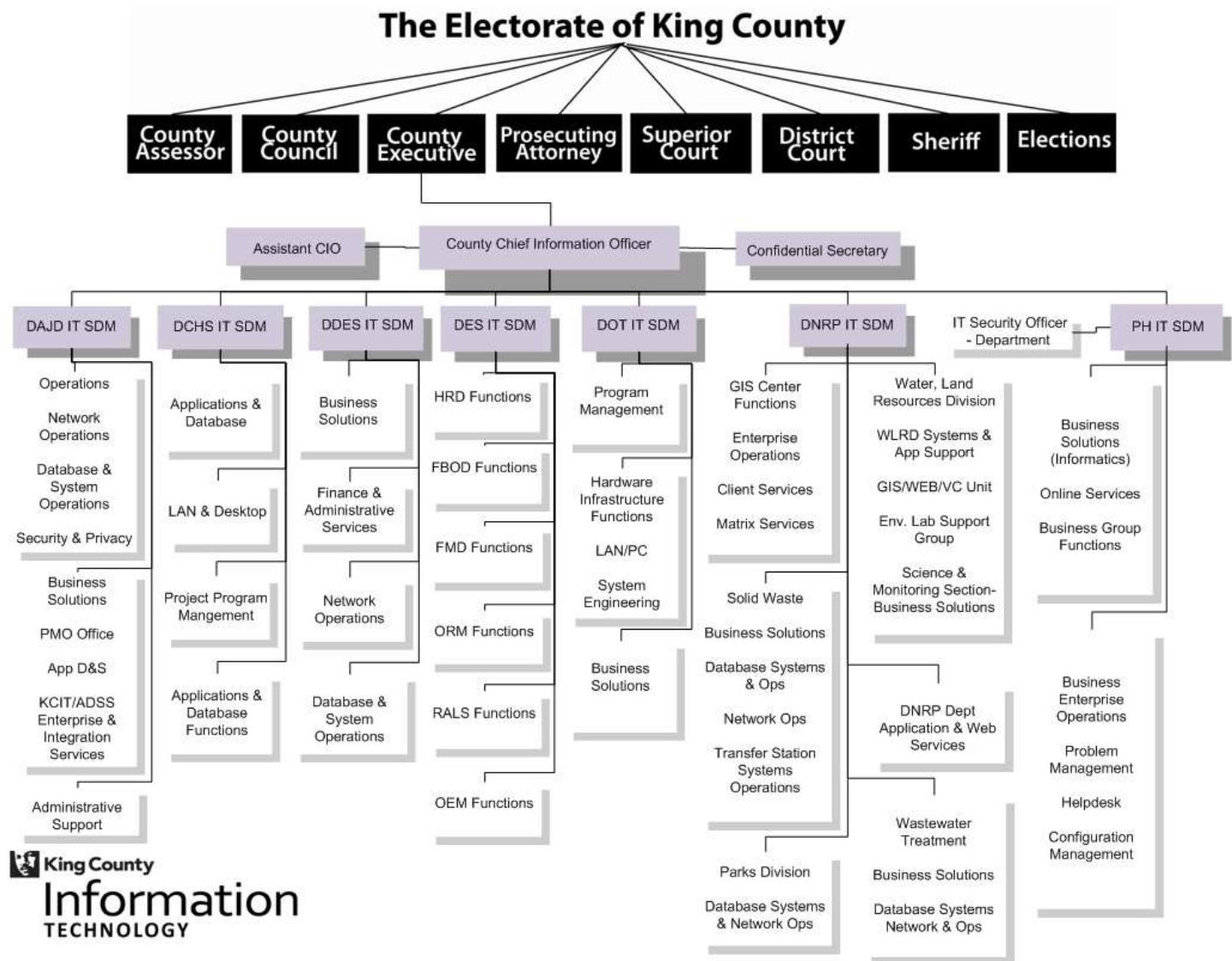


Chart 4



The Electorate of King County

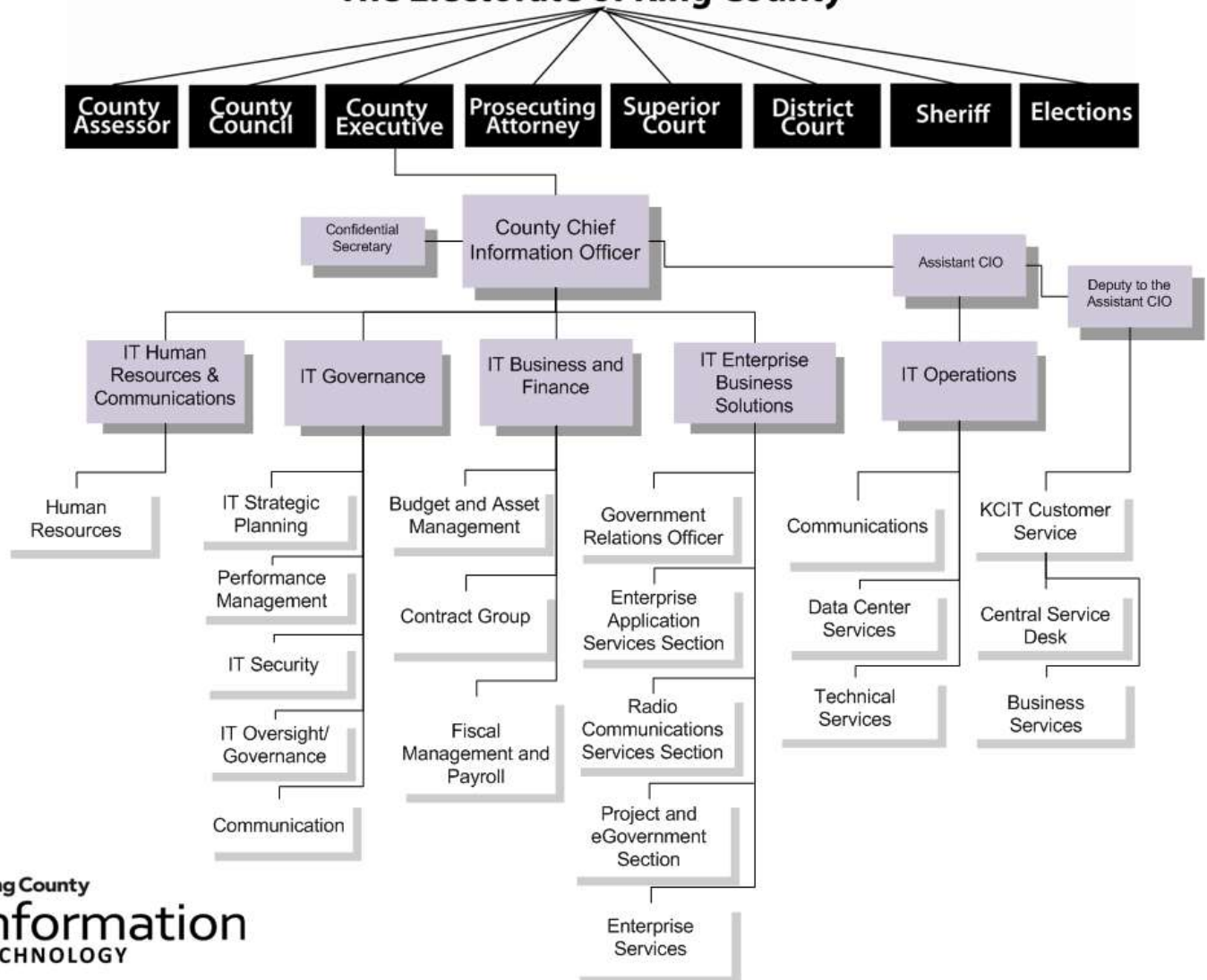


Chart 5

Due to this improved alignment, a better overall understanding for how IT is funded and how IT costs relate to various IT functions has been obtained. Charts 6 and 7 identify staff counts by function across the Executive Branch departments and the central IT organization, respectively. Chart 8 communicates the sources that are currently utilized to fund central IT efforts.

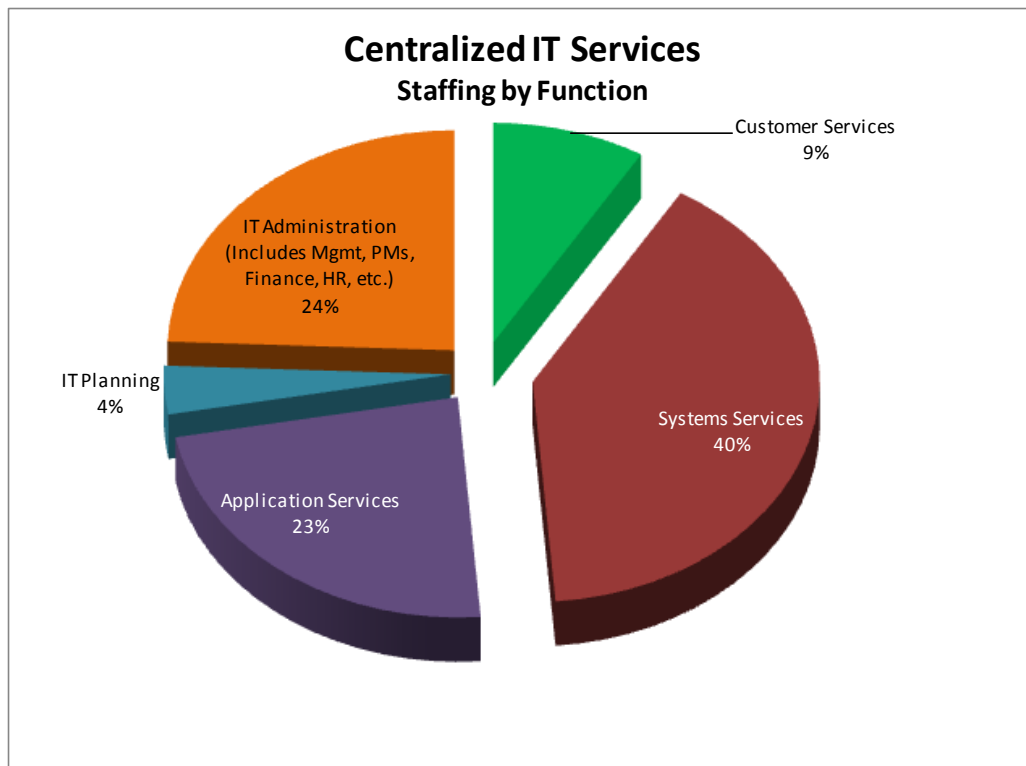


Chart 6

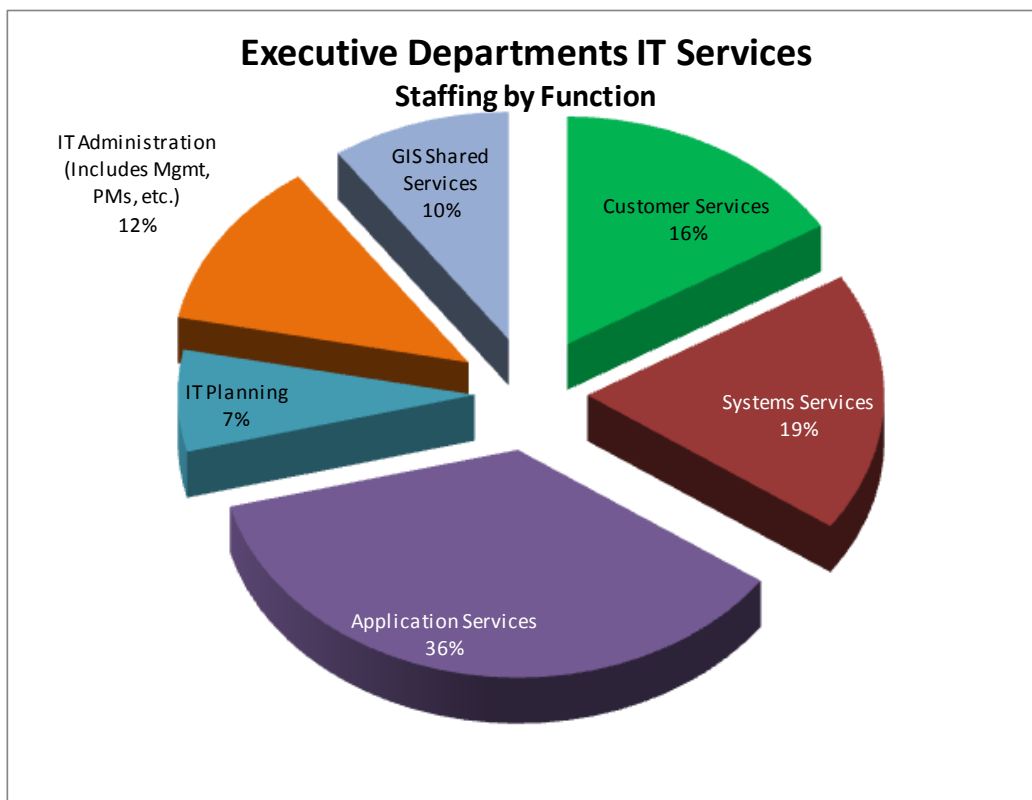


Chart 7

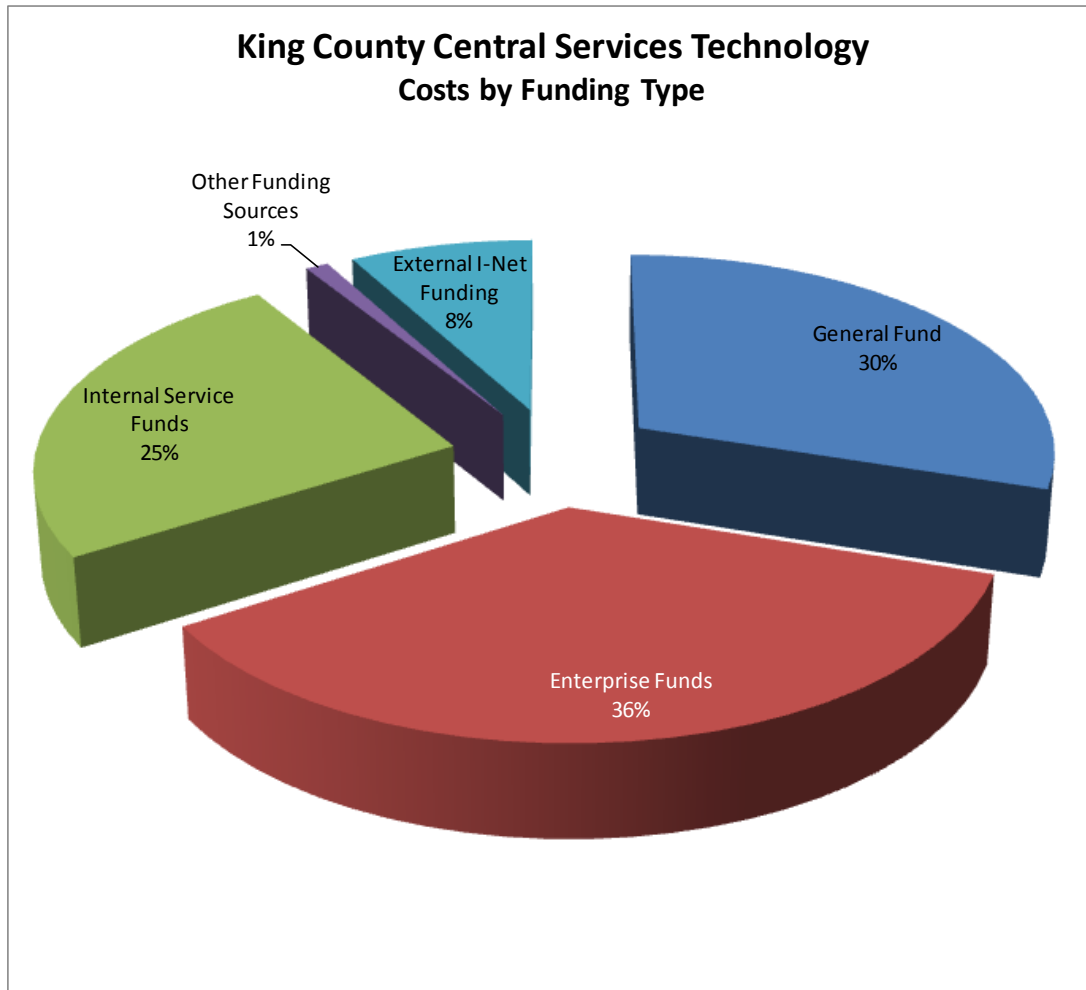


Chart 8



Technology Investment Strategy

Given the pressures on King County as a whole, technology is seen as one of the few ways to leverage investments in a way that will reduce overall costs or enable expanded services without increasing costs. For this reason, the county has required that all technology investment requests provide a business case regardless of any regional, federal or other oversight that may apply. The business case includes a cost-benefit analysis which is in alignment with the technology guiding principles. In addition, for those projects that are funded, a benefit realization methodology has been created and must be followed by all projects to report on the eventual benefits that are captured by the organization sponsoring the investment.

The county's technology investment strategy is to identify and select IT investments that deliver value tied to key business objectives while managing risk to ensure desired results are achieved. In addition, the Strategic Advisory Council endorsed the following investment imperatives in their July 20, 2005, meeting:

Investment Imperatives	
Imperative #1	Base technology investments on a compelling business case that includes total cost of ownership and alternatives analysis
	Align the business case with agency business plans, agency technology plans, and the strategic technology plan
	Encourage standard tools & practices, collaboration, and planning coordination
Imperative #2	All agencies support expanding the county's Web site/presence
Imperative #3	Provide appropriate IT support to comply with King County's Emergency Management Plan
Imperative #4	Provide appropriate resources to comply with privacy and security regulations and county policies
Imperative #5	Provide appropriate resources to conduct and support IT performance measurement

Full text of the imperatives is available in Appendix C. These imperatives were instrumental in establishing the technology investment strategy

Technology Funding Strategy

This strategic technology plan is intended to identify the strategic technology priorities of the county so that investment is appropriately aligned with those priorities. The overall intent is that outcomes identified within this plan are included in the technology business plan for the years that they will be worked upon, and the needed funding is identified and included in appropriate budget documents.

Changes in priorities, assumptions, and fund availability are expected to occur over time. Because of those changes, not all outcomes and objectives will be able to be addressed exactly as planned. Ideally, the strategic plan update will be able to identify areas where progress has been made as planned, and areas that have not seen



progress. For those that have not progressed as expected, the reasons for that lack of expected progress will also be communicated.

IT Performance Measurement And Management

In alignment with prior strategic plans, King County has implemented a performance measurement program that measures performance related to technology operations, projects, and strategy. Included within this strategic plan is an objective to further take advantage of this measurement program by moving into performance management. While performance measurement provides the raw information needed to understand an operation, performance management is the practice of utilizing that information to make decisions and implement changes that improve the overall delivery of services, projects, and strategy. A specific area of focus will be to improve accountability for results by aligning expected results with organizations and individuals within those organizations.

In addition, strategic performance will be reported annually and included within the annual strategic plan update. Appendix A offers a format that may be utilized to provide a strategic technology plan scorecard.



STRATEGIC TECHNOLOGY PLAN





Strategic Technology Plan

This strategic technology plan provides guidance for how King County should apply resources to information technology (IT) over time. While keeping existing IT services operating at the level expected by our customers is always the top priority, ongoing investments are also required to move us toward our vision. While some of these investments can come from already identified operating funds, much of it must come from additional capital resources, based on the assumption that the benefits received will be more than worth the investment that is made. Several methodologies and processes are in place to support these assumptions, including the requirement for creating and maintaining business cases on all IT project investments, as well as the county's benefit realization methodology.

This strategic technology plan communicates the direction in which King County should travel over the next several years in the area of information technology. The direction is communicated through the use of a vision, guiding principles, goals, strategies, objectives, and outcome measures.

- **Vision** – The future state that information technology at King County hopes to attain in order to best support county business needs.
- **Guiding Principle** – A policy framework to promote a standard and cost-effective approach to delivering and operating IT; the future vision assumes that all areas of the framework are in place.
- **Goal** – The result that we are attempting to achieve that will help us to attain our countywide goals and business plans.
- **Strategy** – An approach to accomplishing a goal. By defining strategies, multiple, related objectives can be grouped together so that synergies are identified and leveraged.
- **Objective** – States in specific terms what must be accomplished in order to reach the larger goal. Objectives are grouped under the strategy that is followed in order to accomplish a goal.
- **Outcomes** – Information, events, activities, objects, accomplishments, or states of being that are produced as a result of this plan. Outcomes will be measured in order to evaluate progress against this plan.

Goals, strategies, objectives, and outcome measures form the building blocks that are critical to this strategic technology plan. While multiple definitions can be attributed to each of these 'building block' words, of primary importance to this document is that they represent a hierarchy. Each builds upon the prior level to move us from our high-level vision down to the level of actionable and accountable activities. Even though outcome measures are at the most detailed level, they still represent a fairly high level activity or accomplishment when compared with the daily, ongoing operations of the county's technology operations.

The county's IT goals are established, long-term values that have been utilized in all previous strategic technology plans. To accomplish each goal, strategies have been created that reflect the multiple and most relevant ways that the county should be attempting to achieve those goals. Within each strategy, multiple desired results have been defined as objectives. For each of these objectives, measureable outcomes have been defined. These outcomes are identified by year and reflect a result that can be verified. Consequently, by



measuring progress against each outcome, we can determine how well we are progressing with each higher level objective, strategy, and goal, and the overall progress of the strategic technology plan.

As with any long-range plan, assumptions about the future must be made. By communicating the approach that will be followed to accomplish each objective, we are able to better identify the outcome that we expect.

Over time, as assumptions play out, it is important to ensure that our strategic plan continues to point in the right direction. The annual updates to the strategic technology plan enable us to effectively ensure that our plan and related activities remain pointed in the right direction. By looking at the strategic progress made while also revisiting goals and strategies, the update can provide any needed adjustments to the strategic plan that keep IT focused on the best outcomes for our customers.

The following sections provide details around the vision, guiding principles, goals, strategies, objectives, and outcome measures that make up this strategic technology plan.

Vision

As part of the effort in developing the original Strategic Technology Plan in 2002, King County established a vision for implementing IT. This vision defines the county's strategic technology direction, unites the county's stakeholders, provides ongoing direction, and defines an image of the future in terms of IT, functionality, structure, and use.

Vision
<i>COUNTY INFORMATION AND INFORMATION-BASED SERVICES ARE COST-EFFECTIVE AND EASY TO ACCESS AND USE BY THE PUBLIC, BY PRIVATE COMPANIES, AND INTERNAL STAFF THROUGH WEB-BASED TECHNOLOGIES WITH APPROPRIATE SECURITY AND PRIVACY CONTROLS.</i>

This concise statement is just as appropriate today as when it was created. It continues to guide the county's efforts related to how technology will be delivered and utilized in the best interests of the community.

Guiding Principles

In 2002, as part of the effort to develop the original Strategic Technology Plan, King County developed several guiding principles. These principles act as a policy framework to promote a standard and cost-effective approach to delivering and operating IT. These principles were reviewed and endorsed by the Strategic



Advisory Council in April 2002. The guiding principles were subsequently adopted by the King County Council on July 23, 2002, and endorsed by the King County Council on July 29, 2002.¹

The Strategic Technology Plan is adopted and shall be interpreted to preserve the operational autonomy of the separately elected offices.

Guiding Principles	
Central Review and Coordination of IT	IT investments should be coordinated at a countywide level to leverage development efforts, reduce duplicative costs, and ensure compatibility of systems.
IT Enables Effective and Efficient Service Delivery	<p>Funding approvals through the technology governance structure should be based on a sound business case that documents measurable outcomes, including service delivery improvements.</p> <p>When assessing new software solutions, commercial off-the-shelf software packages that adequately meet the business requirements of the county are preferable to custom developed applications. The county should determine requirements and analyze both operational and financial business cases when evaluating the alternatives of building or buying new software applications.</p> <p>IT investments should be effectively managed and tied directly to service performance results.</p> <p>Investments in legacy systems should be limited to mandated and essential changes that can demonstrate extending the useful life of the system.</p>
IT Standards	<p>Hardware, software, and methodologies for management and development should adhere to countywide standards adopted through the technology governance structure.</p> <p>Hardware and software should adhere to open (vendor independent) standards to promote flexibility, interoperability, cost effectiveness, and mitigate the risk of dependence on individual vendors, where applicable. The county will proactively define and describe these standards in RFPs and other communications with vendors.</p> <p>Technology operations and project management should adhere to best practices to ensure consistency, achieve efficiencies, and maximize success.</p> <p>Technical staff should be provided with appropriate training to ensure effective management of IT resources.</p>
Access to Information and Services	<p>Information and services should be provided using Web-based technology with standard navigation tools and interfaces where appropriate.</p> <p>A reliable and secure communication and computer infrastructure should be provided to ensure seamless self-service access to information and services.</p>
Business Process Improvement	<p>Industry best practices should be applied to optimize business processes.</p> <p>When implementing commercial off-the-shelf software packages, the county should adopt and implement industry best practices, redesigning business processes as required in order to improve operations, minimize customization and speed the delivery of new business applications.</p> <p>Comprehensive business solutions should be developed across organizational boundaries to cover end-to-end business processes.</p> <p>Data should be captured once and shared to reduce cost, duplication of effort and potential for error.</p>
Privacy and Security	<p>The county should adopt and implement an effective privacy policy that articulates the manner in which it collects, uses, and protects data, and the choices offered to protect personal information within the constraints of public disclosure law.</p> <p>Reasonable, cost-effective measures should be implemented to protect data, hardware and software from inappropriate or unauthorized use, alteration, loss or destruction.</p> <p>Auditable security measures should be part of the initial architecture and design as IT solutions are developed and implemented.</p>

These Guiding Principles have been reviewed and have been validated as still applicable.

¹ Motion 11482.



Goals

Like the county's vision statement, the county's IT goals are established, long-term values. The county's goals are presented and defined below.

Goals	
Efficiency	<ul style="list-style-type: none">• Offers a positive return on investment (ROI).• Improves productivity and/or reduces future expenditures.
Customer Service and Public Access	<ul style="list-style-type: none">• Improves accessibility of public records.• Improves accessibility to county services, resources, and/or officials.• Improves the quality and/or usability of internal and/or external county services.
Transparency and Accountability	<ul style="list-style-type: none">• Makes decisions and decision-related materials more easily available.• Supports ability to track long-term outcomes.• Supports visibility into the decision process.• Supports input and feedback related to countywide decisions.
Risk Management	<ul style="list-style-type: none">• Intended to improve security and provide legally mandated services and basic operations support.• Increases the reliability and usability of technology infrastructure by focusing on preservation and stewardship of that infrastructure.

The goal of risk management reflects an increasing risk to the county related to our existing technology infrastructure as it continues to age. Preservation and stewardship imply not only making sure that our existing environment and services continue to operate as they are, but that we are continually planning and preparing for future needs. By appropriately maintaining our infrastructure, we enable business processes to operate effectively, even as transaction volumes change and business processes migrate due to ever-changing needs.

Also updated is the order of the second goal to emphasize the importance of customer service and to acknowledge that public access is a component of customer service.

Related to all four of these goals are multiple strategies and objectives. Chart 9 identifies the relationship of each goal, strategy, and objective. Objectives are grouped under the strategy that is followed in order to accomplish a goal.

As annual strategic technology plan updates are created each year, the format of this chart can be utilized to provide a scorecard related to the progress that is being made against the plan. An example of how the scorecard might look is contained in Appendix A.



King County's Strategic Technology Plan 2009-2012

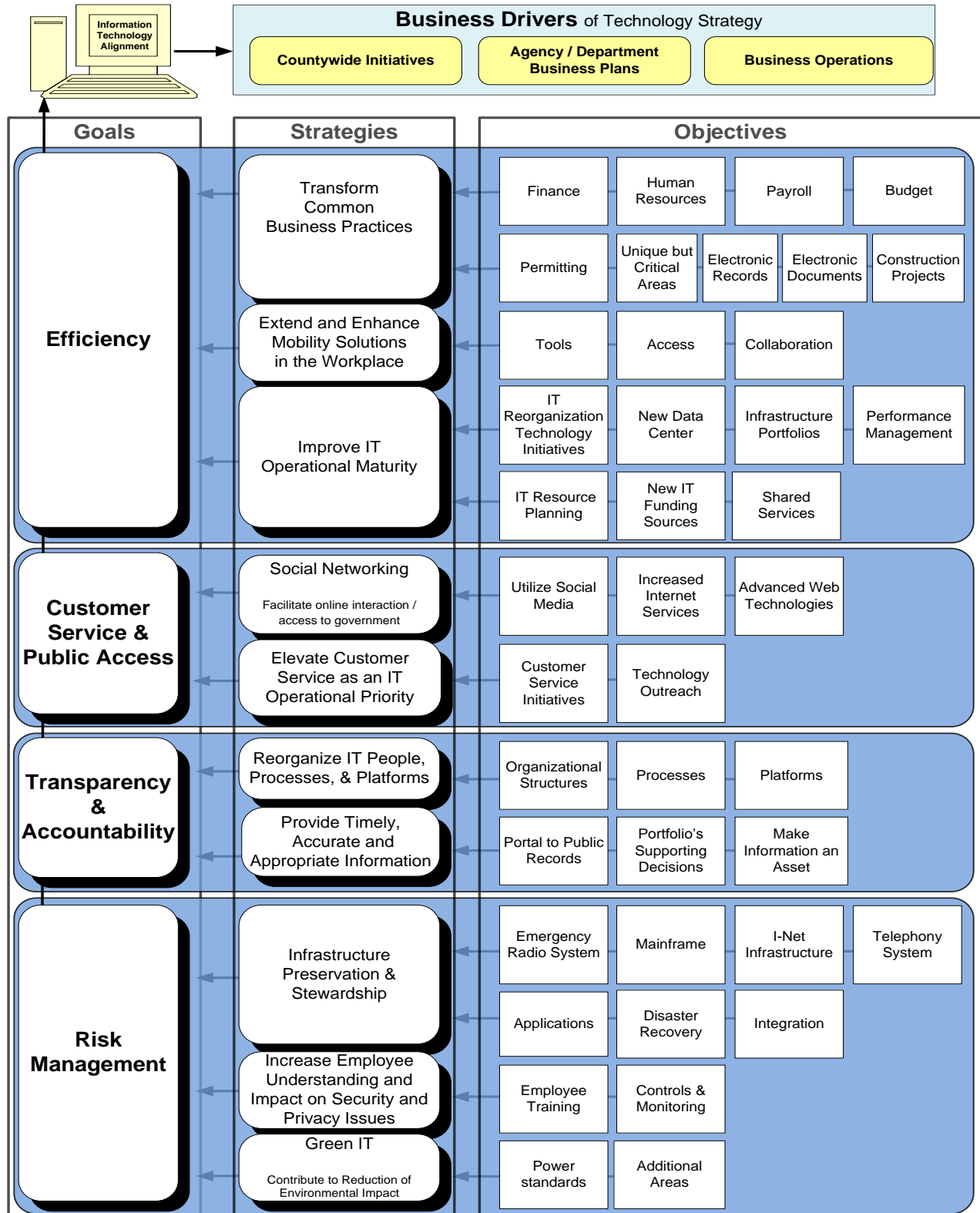


Chart 9



As was previously noted, adjustments to the strategic technology plan and its components will be communicated through annual updates and incorporated into this chart. Most updates are anticipated at the outcome measure level; however, changes to objectives, strategies, and goals may also be needed.

The following sections further discuss each of the ten strategies and their supporting objectives. Further detail on each objective can be found in Appendix B, where each objective is more fully explained by describing the objective, communicating the approach toward achieving the objective, and establishing the outcomes that will be measured to monitor progress related to the overall strategic technology plan.



Goal #1 - Efficiency

King County has identified three strategies to address the goal of improving efficiency in the county's delivery of services to the public.

Strategy 1.1 – Transform Common Business Practices

Information technology must ultimately be focused on business success. This strategy acknowledges the need for business practices to drastically change in many areas in order to have a more focused and efficient government. When a single business function is carried out in multiple organizations throughout the government, efficiency will be enhanced when we perform those functions in a consistently effective way. Once we have consistency, improvements that are identified can more quickly and easily be shared with all. In addition, the effort required to address new business issues and processes can be significantly reduced.

Applications and processes that support the execution of each common function must be in place and accessible by all who are performing those functions. Of primary importance within this strategy is the need to integrate financial, human resource, payroll and budget business processes and applications.

Within this strategy, nine objectives have been identified that will help move us toward the goal of efficiency.

Objective #	Description
1.1.1	Support and enable the transformation of finance business processes.
1.1.2	Support and enable the transformation of human resources business processes.
1.1.3	Support and enable the transformation of payroll business processes.
1.1.4	Support and enable the transformation of budget business processes.
1.1.5	Support and enable the transformation of permitting business processes.
1.1.6	Support and enable the transformation of unique but critical business processes.
1.1.7	Standardize electronic records management.
1.1.8	Standardize electronic document creation and storage.
1.1.9	Standardize the management of construction projects .

Strategy 1.2 – Extend and Enhance Mobility Solutions in the Workplace

As our society continues to evolve and more and more of the information and tools needed to perform business functions are maintained electronically, the physical location of an employee becomes less important than their access to the information and tools needed to perform a business function. In fact, business processes can be greatly improved when employees are empowered to access and process information regardless of their location so that multiple workers are able to interact with the same piece of information at the same or differing times.



By extending and enhancing mobility solutions in the workplace, we enable business processes to become more efficient by removing the barrier of location from the equation and we also improve the potential for enhanced opportunities for work/life balance, which not only increases employee satisfaction but tends to make employees more efficient as well.

Within this strategy, three objectives have been identified that will help us toward the goal of efficiency.

Objective #	Description
1.2.1	Expand mobile office tools and support.
1.2.2	Provide reliable remote access .
1.2.3	Standardize electronic document creation and storage.

Strategy 1.3 – Improve IT Operational Maturity

The maturity level of a technology organization directly reflects its overall capabilities. More mature organizations are able to provide better services more quickly and at a lower overall cost. While a recent study identified King County as roughly equivalent with peer organizations in the area of overall operational maturity, it also identified the drastic improvements that are possible.

Within this strategy, seven objectives have been identified that will help us towards the goal of efficiency.

Objective #	Description
1.3.1	Successfully execute IT reorganization program technology initiatives .
1.3.2	Maximize the value from new data center .
1.3.3	Improve infrastructure planning and execution through portfolios .
1.3.4	Move from performance measurement to performance management .
1.3.5	Implement enterprise IT resource planning and management.
1.3.6	Identify and explore new technology funding sources .
1.3.7	Identify and implement policies that improve the overall value to the county from shared IT services .

Goal #2 - Customer Service and Public Access

King County has identified two strategies to address the goal of improving customer service and public access.

Strategy 2.1 – Social Networks - Facilitate Online Interaction/Access to Government

Social networking is the interaction between a group of people who share a common interest. Social networks consist of Web sites that provide a virtual community in which people with a shared interest may communicate. Social media provides the applications and tools that enable social networks to function across the Internet.



Given these descriptions, King County has already been identified as a progressive government in the use of social media. With the continued evolution of the Internet, as well as continually increasing access to the Internet to our citizens, unique and progressive opportunities to improve citizen/government interaction continue to appear.

Social networking is much more than just making applications available to citizens. By making these applications available, we are inviting a dialogue that takes both effort and knowledge to facilitate. We also need to be aware that supporting communications may be considered public records, and treat our interactions accordingly. Careful analysis is needed in order to determine when and how to potentially store these conversations as records. We should also expect that full implementation of these objectives will have a significant staffing impact on existing business organizations.

Within this strategy, three objectives have been identified that will help us move toward the goal of improved customer service

Objective #	Description
2.1.1	Effectively utilize social media .
2.1.2	Provide increased services through the Internet.
2.1.3	Provide enhanced user experience utilizing advanced Web technologies (Web 2.0).

Strategy 2.2 - Elevate Customer Service as an IT Operational Priority

While past strategic plans have focused more on how IT can improve its service delivery from a technical standpoint, this strategy acknowledges *how* services are delivered is just as important.

Better defining our customer relationships, expectations, obligations, and commitments will better allow our customers to engage in decision-making related to our services.

Within this strategy, two objectives have been identified that will help us move towards the goal of improved customer service.

Objective #	Description
2.2.1	Improve customer satisfaction through customer service initiatives .
2.2.2	Perform technology outreach .

Goal #3 - Transparency and Accountability

King County has identified two strategies to address the goal of improving transparency and accountability:



Strategy 3.1 – Reorganize Information Technology People, Processes, and Platforms

This strategy is carried forward from the prior strategic plan due to the remaining significant opportunities that still exist in this area.

Just as transforming common business practices is currently our highest priority, transforming information technology practices can greatly benefit from the same concepts. Having appropriately aligned resources with consistent technology processes and tools across our operational environment will transform our ability to effectively deliver technology services.

Within this strategy, three objectives have been identified that will help us move toward the goal of transparency and accountability.

Objective #	Description
3.1.1	Reorganize technology organizational structures .
3.1.2	Reorganize technology processes .
3.1.3	Reorganize technology platforms .

Strategy 3.2 – Provide Timely, Accurate and Appropriate Information for Accountability and Decision Making

Most organizations place a high value on the information they have about themselves, their customers, their services, and their internal processes. King County has continued to collect more and more information through increased electronic business processes each year. Unfortunately, we have not always been able to fully take advantage of the value stored within the data that we maintain.

By making that data appropriately available, it becomes information that improves our problem analysis, decision-making, and forecasting. In addition, making that information more easily accessible to others when appropriate improves our accountability to those groups and provides greater transparency in our overall operations.

Within this strategy, three objectives have been identified that will help us move towards the goal of transparency and accountability.

Objective #	Description
3.2.1	Provide portal to public records .
3.2.2	Incorporate portfolio analysis into technology decision process.
3.2.3	Make information an asset by ensuring ‘right’ data (timely, accurate, secure) is available when needed.



Goal #4 - Risk Management

King County has identified three strategic objectives to address the goal of improving risk management:

Strategy 4.1 – Infrastructure Preservation and Stewardship

Being good stewards of the technology infrastructure that supports county business processes reduces the risk that those systems will not be available when needed. Good stewardship means monitoring the risk of failure related to the aging of equipment, and balancing that risk with the cost of maintaining and replacing assets. Funding should be appropriately aligned with our customers' risk appetite and their ability to pay for maintenance and replacement of infrastructure.

Technology refresh rates in general have varied widely due to both technical and physical obsolescence over the past few years. Technology obsolescence is a new term created to address a new cause of obsolescence that is unique to the technology industry – the idea that equipment does not become obsolete just because it no longer works (physical obsolescence), but because owners may no longer want to use that equipment. This is driven by the increased capabilities of new equipment enabling emerging application solutions that were not previously possible.

When technical obsolescence occurs, it is tempting to stay with older technology infrastructure in order to save money, especially in a government setting where funding is tight and increased future 'sales' are not a driving factor of a business model. However, the risk of not being able to incorporate new business needs over time must be weighed in the overall risk assessment used to identify the best time to refresh infrastructure.

King County currently has several large infrastructure components that are nearing or have passed the point of technical obsolescence, or are rapidly nearing physical obsolescence.

Within this strategy, seven objectives have been identified that will help us move towards the goal of risk management.

Objective #	Description
4.1.1	Upgrade/Replace Emergency Radio System .
4.1.2	Move applications off Mainframe to lower cost platform.
4.1.3	Upgrade I-Net infrastructure.
4.1.4	Replace telephony system.
4.1.5	Modernize legacy applications .
4.1.6	Continue to improve our ability to recover from a disaster .
4.1.7	Effectively integrate systems to support business needs.



Strategy 4.2 – Increase Employee Understanding and Impact on Security and Privacy Issues

Now that we have improved our information security posture based on progress related to prior strategic plans, we need to turn our focus toward increasing the effectiveness of existing security and privacy practices, policies, and tools.

Within this strategy, two objectives have been identified that will help us move toward the goal of transparency and accountability.

Objective #	Description
4.2.1	Train workforce to be knowledgeable on security and privacy practices.
4.2.2	Implement integrated controls that monitor and report on overall county security.

Strategy 4.3 – Green IT – Ensure IT Contributes to Reduced Environmental Impact

Being good stewards of the technology infrastructure means that we must do our part to ensure that the operations we perform are as sustainable as possible. In line with the county's energy plan and sustainability initiatives, there is much that IT can contribute to overall sustainability. An example of our commitment to sustainability includes the publication and distribution of this report. All supporting documents have been made available electronically, but are not included in the printed version of this plan.

Within this strategy, two objectives have been identified that will help us move toward the goal of transparency and accountability.

Objective #	Description
4.3.1	Adhere to Energy Star and internal power standards .
4.3.2	Identify, measure, and report on additional internal (IT) improvements to environmental sustainability.

Computing Environment

Over the life of this strategic plan, the computing environment will evolve from its current state. The primary driver of that evolution will be with the systems that support business transformation in the finance, human resources, payroll, and budget functions. The roadmap for this migration is laid out in Chart 10.



Accountable Business Transformation Computing Environment

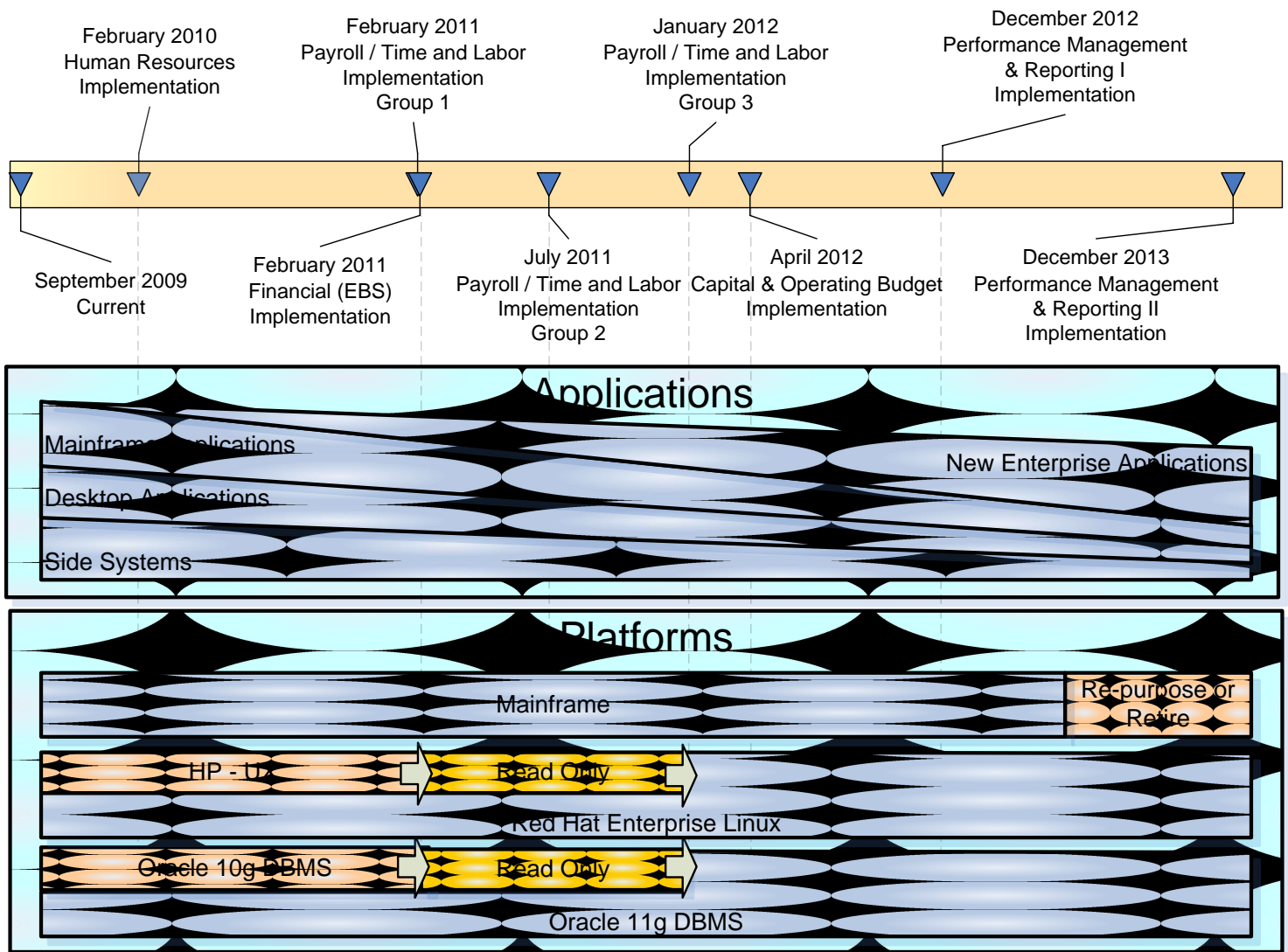


Chart 10

Most of the other efforts contained in this strategic plan will also have a direct impact on the computing environment. Of particular significance will be the improved communication and understanding of the computing environment that will occur as a result of increased portfolio management.

Supporting Documents

All appendices can be accessed through the county's Internet at the following location:

<http://www.kingcounty.gov/business/oirm/governance/strategicservices/strategicreports.aspx>

Appendix A Goals, Strategies, and Objectives Scorecard

Appendix B Objective Details

Describes the objective, approach, and outcome measures identified for the approach.

Appendix C IT Investment Imperatives

Contains the full text of the imperatives that were endorsed by the Strategic Advisory Council.

Appendix D Reference Documents Index

Provides the list of business documents reviewed as one step in identifying strategies and objectives.

Appendix E Recent Strategic Advisory Council Direction

Appendix F Roll-up of business drivers identified in document review

Appendix G Strengths, Weaknesses, Opportunities, Challenges (SWOC) documentation

Appendix H OIRM Directing Code

This appendix contains excerpts from King County Code 12-2001, Administrative Offices and Executive Departments, Section 2.162.16.0755 – 2.16.0758.

Appendix I Executive Order

Contains a copy of the King County Executive Order directing all King County government departments, divisions, agencies, and programs to create and implement technology plans.

Appendix J Summary of Prior Reports

Appendix K Summary of Accomplishments

This appendix contains the 2009 Strategic Plan Update report that was created in early 2009 which communicates progress against the 2006-8 strategic technology plan.

Appendix L Acknowledgments